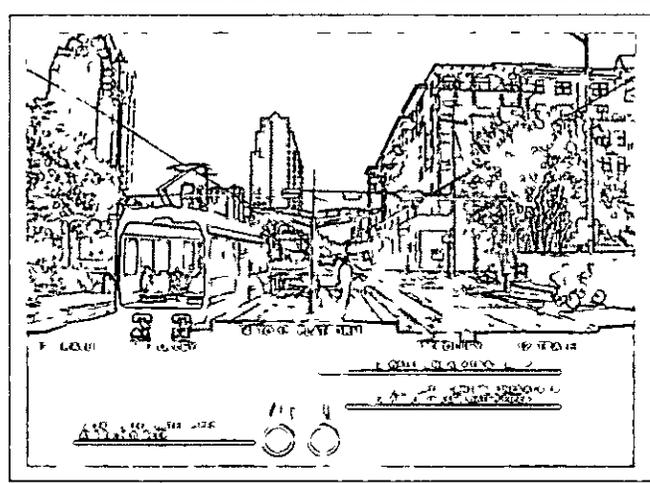
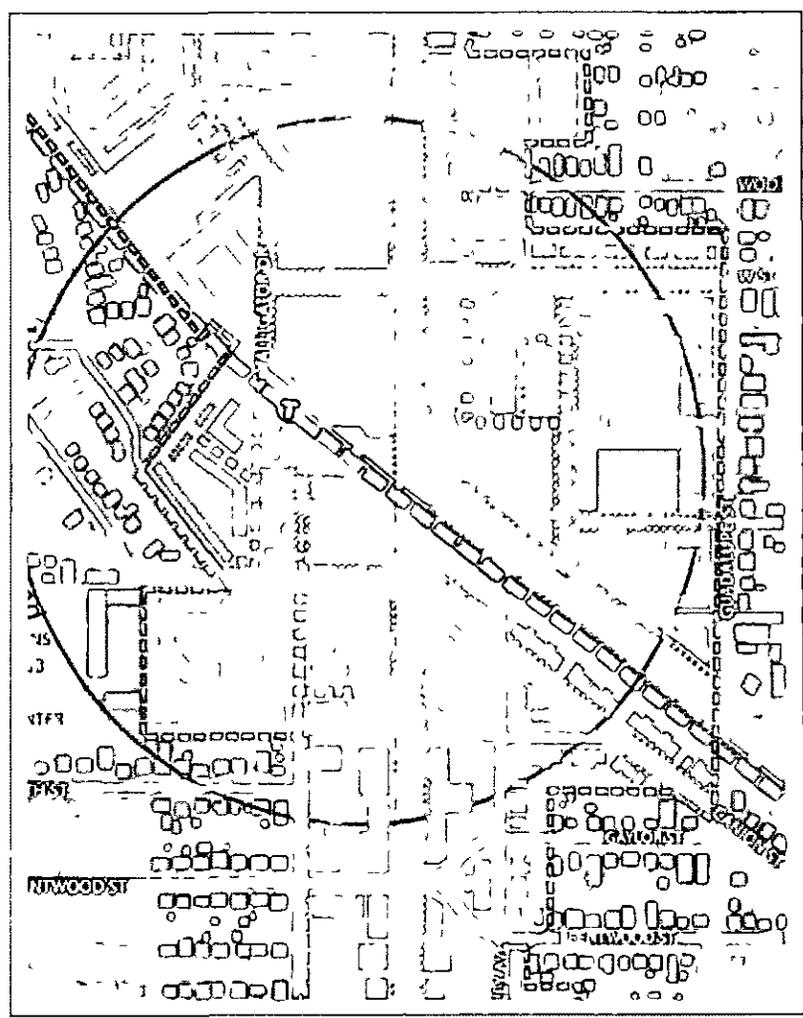
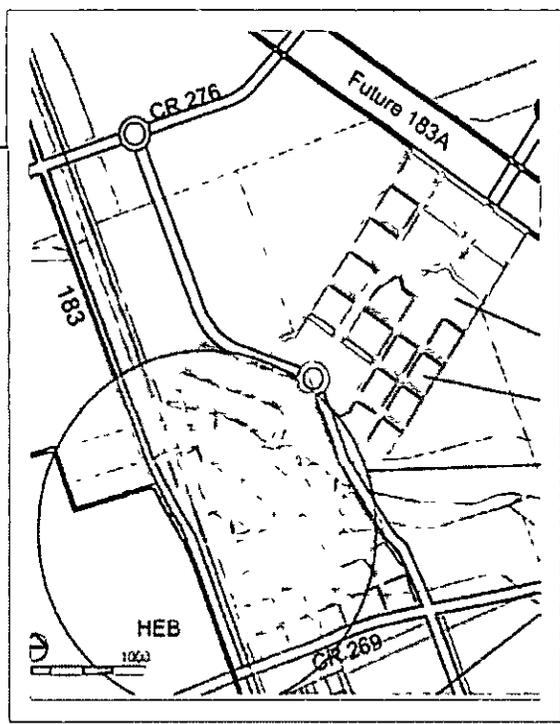


City of Austin East Riverside Corridor Master Plan

Executive Summary
November 1, 2007



CasaBella Architects

3821 Juniper Trace, Suite 104
Austin, TX 78733
ph (512) 458-5700

Introduction of CasaBella and Our Team

The East Riverside Corridor presents unique opportunities and challenges for the future growth of Austin. CasaBella Architects understands the importance of Riverside's dual role as both a Gateway, with increasing importance in connecting Austin Bergstrom International Airport to Downtown, as well as connector and service provider for a large population spread over several neighborhoods

Our planning team is uniquely structured with local and national planners, architects and engineers in order to facilitate a process that focuses planning efforts towards identifying solutions that can be supported and funded through a collaboration of public and private development. Though not specifically requested in the RFQ Scope of Services, the CasaBella Architects team provides additional resources to meet the needs of a successful Riverside Corridor Master Plan

Our Planning Strategy:

- To create a shared public/private blueprint for sustained and planned growth in and around the East Riverside Corridor.
- To empower the local businesses and neighborhoods to take an active ownership role in the planning process building upon the successes in the recent neighborhood planning efforts.
- To utilize a "Master Developer" role as part of our project team to assist in the local community and the city staff in identifying realistic and practical urban renewal strategies with marketable funding mechanisms to make a truly workable and attainable community led vision
- To identify Objectives and Recommendations from the Riverside/Oltorf Neighborhood Plan which provide key issues for guiding the success of the Corridor Plan
- To establish a project schedule and working relationship with the Neighborhood Planning and Zoning Staff, City Council and Staff in addition to the many other partnering agencies such as Capital Metro and Envision Central Texas

Outside Advisor / Master Developer: *Cherokee*

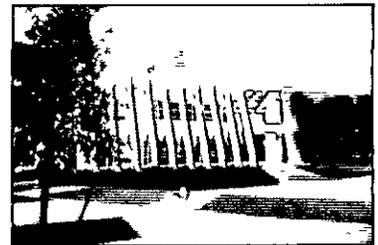
In addition to, but outside the project team, Cherokee and Paul Morris, an international expert in master development funding and sustainable urban renewal projects, will assist and advise the project team through participation in the

public outreach process. Mr Morris serves as Cherokee's expert on land use, transportation planning, transit-oriented and low-impact developments, community regeneration and urban design. He oversees all site-planning, design and entitlement activities across Cherokee's portfolio of \$2 billion of assets throughout the U S, Canada and Europe. Paul is a registered landscape architect and environmental/land use public policy mediator.

Cherokee, a non-property owner in the Riverside Corridor Planning Area, will be available to the project team in a pro-bono relationship as part of their ongoing public outreach efforts to advise the project management team on the leading strategies for public/private redevelopment and community revitalization, therefore providing an additional resource to the City at no additional cost.

CasaBella's Presence in Austin

CasaBella Architects and Jaime Beaman, AIA, its principal, has served and supported the City of Austin for 18 years, involved in major public projects such as the Mexican American Cultural Center and the



Mexican American Cultural Center

Ullrich Water Treatment Plant. Guiding and promoting the benefits of the Stakeholder Process has been critical for CasaBella in both of these recent successful major Public Works and Parks Department Facilities.

Stephen Oliver, AIA and LEED AP, as an Architect and Planner, has been a key figure in the evolution of the City's ordinances as well as instrumental in notable developments throughout Central Texas.

His recent involvement includes

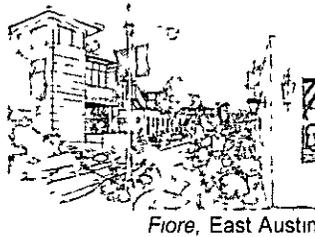
- TOD Station Area Planning at MLK, Lamar/Justin Lane and Plaza Saltillo
- CMTA North Burnet Gateway and Leander TOD Station Area Planning
- Manor Road Streetcar Corridor Analysis and Market Feasibility Study
- CMTA 3rd & 4th Streetcar Corridor Studies
- Chair for AIA Austin's Regional and Community Design Committee



TEAM'S EXPERIENCE WITH AUSTIN ISSUES

East Riverside Corridor
Master Plan

- PUD/PDA Ordinance Taskforce.
- AIA Austin Mueller Design Guidelines Taskforce
- Architect for Fiore Largest Residential (East MLK) 5-Star Austin Green Building Development in Texas
- Collaboration with Developers and Development Review Staff for site and building permits under the new Commercial Design Standards

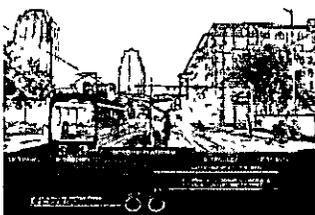


Fiore, East Austin

Knowledge of Austin Issues

The CasaBella team provides the City of Austin Department of Neighborhoods and Planning with a unique portfolio of Austin expertise and national experience. We have been actively involved in the development of infrastructure and urban planning throughout Austin. Our design and public relations team partners are all long-standing corporate citizens of Austin. Our project staff consists of professional architects, urban planners, transportation engineers, economists and landscape architects that have all worked together on local Central Texas issues. Our experience in working on local projects gives us a special insight into the Austin political and decision-making process. We understand that Austin residents demand a high level of professional integrity. We know that neighborhoods expect an open and proactive public involvement process that incorporates their voice and perspectives. Our planning team is well versed in a variety of transportation modes, development scenarios, and implementation strategies. Austin neighborhoods want to have travel options, feel like a unique community while balancing growth, and develop plans that allow them to retain their values and result in action not just forgotten plans.

PB Americas joins the CasaBella team to provide planning and traffic engineering for multimodal elements of the East Riverside Corridor Plan. In Austin, PB, under the leadership of Robert Spiller, P.E., has been a leader in introducing transit and innovative traffic management techniques to the local community. They have led the alternatives analysis to introduce Modern Streetcar in central Austin and have engineered the design for the Howard Lane Rail Station.

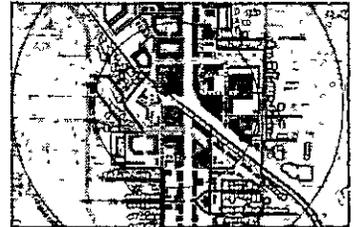


3rd and 4th Street Streetcar
Corridor Study

third:land, a leading local planning and landscape design firm led by Elizabeth Franke, AIA and Tim Franke, bring national corridor planning experience as well as local knowledge of Austin issues through work with PB and CasaBella on the current TOD Station Area Plans.

Bay Area Economics

(BAE) will provide real estate economics studies, and local/statewide policy feedback so as to support strategic planning, sustainable community growth and



Lamar/Justin Lane Conceptual TOD
Station Area Plan

revitalization, and an understanding of the impact of potential public/private transactions or partnerships. Ron Golem, principal and an economic advisor with BAE, is also currently working with CasaBella and PB on the current TOD Station Area Plans.

Estilo Communications is exceptionally skilled at targeting and reaching the Austin community at large, particularly multi-cultural communities and will be key to bringing the community in-touch with the corridor planning process.

Participation, early and throughout the East Riverside Corridor Master Plan, of key local groups representing environmental issues, Right-of-Way Management, local business and property owners, developers who are working in and around the Riverside Corridor and many others, is vital in order to engage those who have shaped the recent Neighborhood Plans, seek a sustainable balance to Austin's growth and actively work for solutions to creating a better Austin.

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TEAM'S EXPERIENCE WITH AUSTIN ISSUES

East Riverside Corridor
Master Plan

Overview of CasaBella Team Experience with Austin Issues		Entitlements		Permits		Public Realm			Applicable/Local Knowledge					
		TX State Zoning Laws	Codes, Ordinances, Technical Manuals, Standards, Rules	Site Development, Building Requirement and Permits	Construction Cost and Practices	ROW, Construction and Management	GIS, Visualization	Environmental Community Conditions and Constraints	Public Awareness & Involvement	City of Austin Experience	Traffic Requirements	Environmental Requirements	Transit Requirements	Engineering Requirements
CasaBella	Stephen Oliver		x	x	x		x	x	x	x		x	x	
	Jaime Beaman		x	x	x		x	x	x	x				
	Natalia Olivera		x				x		x	x				
PB Americas	Robert Spillar					x				x	x	x	x	x
	Joe Cantalupo		x	x		x		x	x			x	x	x
	Ramsey Saad						x							
Third Land	Elizabeth Franke		x	x	x			x	x	x	x	x	x	
	Tim Franke	x	x	x	x		x	x	x	x	x	x	x	
BAE	Ron Golem	x	x						x	x				
Estilo	Manon Sanchez							x	x	x	x	x	x	

Working with Austin Communities and City Boards, Council, Commissions and Staff

Understanding the relationship between planning efforts in one area of Austin, such as the East Riverside Corridor, and other successful partnerships or strategies utilizing existing Austin processes, zoning laws, ordinances and codes is essential for modern planning. A successful project team is able to connect the community and its partners to what worked previously and currently so as not to recreate the wheel each time we look at reshaping or redefining a public place.

With portions of the Corridor located in the Waterfront Overlay District, the planning effort needs to quickly connect to the ongoing dynamics of the evolving Lakeshore PUD, the AMLI development at Lakeshore Drive and Riverside Drive, the Riverside Constellation Development, the waterfront setback debate and the impact of the review of these large site developments by both the Planning Commission and the Parks and Recreation Board prior to City Council Review.

Lady Bird Lake and the areas surrounding it are vital community amenities and opportunities. Significant change is underway and a successful Corridor Plan has to blend existing challenges with future opportunities and a respect for the long term environmental issues that Lady Bird Lake represents. A key goal of the Corridor Plan is to give City Leadership clear and understandable tools that do not further complicate previous planning efforts and overlays. With a

shared vision and consistent application of the tools for sustainable growth, the community, development and City Leaders can have clear and defined expectations on how Austin can meet its future challenges.

Our planning team understands the responsibilities of further clarifying and laying out the vision for the East Riverside Corridor and we believe our knowledge of local issues, our abilities in defining and guiding great public places, and technical expertise in realizing the vision will be an asset to the City.

Key boards & commissions include the Environmental Board, Urban Transportation Board, Design Commission, Planning Commission, and Parks & Recreation Board. Their participation early and throughout the process is essential.

Riverside: A Multi-Modal, Transit-Supportive Corridor

The East Riverside Corridor is a critical corridor, both to the local community and to the region. In its 2008 budget, Capital Metro has identified the need for a feasibility study to provide fixed-guideway transit between its developing downtown transit hub and the Austin Bergstrom International Airport. Capital Metro is currently building commuter rail in East and North Austin. PB has also completed an analysis of Modern Streetcar for use in central Austin.

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TEAM'S EXPERIENCE WITH AUSTIN ISSUES

East Riverside Corridor
Master Plan



development standards. The ability to create shared partnerships between all the stakeholders and the project team is essential when fostering trust between groups that may or may not start from the same vantage point.

- CasaBella, PB Americas and third:land are working with the Plaza Saltillo community in understanding the dynamics of density, connectivity and locally supported residential and commercial development as part of the City of Austin TOD Station Area Planning.
- CasaBella works with local developers and City of Austin Urban Planners to better understand implications of large site development with respect to the Commercial Design Standards.

Organizational Structure and Interaction with City of Austin and Stakeholders

Under guidance from the City of Austin Neighborhood Planning and Zoning Department, the role of the prime consultant, CasaBella Architects, is to foster collaboration in addressing technically complex and politically sensitive issues, and to ensure high quality services and products. Through a highly interactive and inclusionary process, our team can provide the planning skill and implementation solutions in a cost-effective and timely manner.

The Riverside Corridor is potentially a viable corridor option to provide service between downtown and the airport using modern streetcar technology. This technology could be operated as either a streetcar or similar to a regional transit link to the airport. Introduction of this technology into the Riverside Corridor could provide a catalyst for the redevelopment of the entire southeast portion of the city and must be considered in the development of the Riverside Corridor plan. PB and the CasaBella team are uniquely qualified to incorporate such an element into the corridor plan. Our knowledge base of the streetcar studies performed by us on behalf of Capital Metro will allow us to efficiently incorporate a Riverside Streetcar scenario into the planning process (saving the City of Austin time and money and preserving the ability to introduce future transit modes into the corridor).

CasaBella has brought planning and design expertise to many recent planning and development teams in the Austin area that have required careful consideration of public involvement and neighborhood goals. Austin Green Building Standards and revisions to the Commercial Design Standards and Zoning Overlays create uncertainty from the development and community standpoint as to what the visible changes will be as well as how the process of permitting and building is transformed. We have worked with Austin Developers, Engineers, Contractors and Citizens to better understand cost, timeline and planning implications of these enhanced

Interaction Steps for Corridor Planning

- #1: Develop chain of communication for involvement of Boards, Commissions, Council at key stages of the plan development.
- #2: Incorporate the involvement and advise of a "Master Developer" facilitator to strategic community and invested stakeholder meetings.
- #3: Tie the implementation strategy to the Vision Process during the early phases of the plan.
- #4: Implement Action Plan for community involvement and the development mechanism so as to deliver a true working plan with stakeholder ownership.



Task I: Evaluation and Analysis

In addition to a thorough analysis of the conditions, plans, regulations, and infrastructure of Riverside Drive and the surrounding impacted areas which are spread over many departments and agencies, our planning team will initiate a market analysis study as a baseline instrument throughout the corridor planning effort

Working on planning studies in Austin with significant layers of planning and regulatory information, demands a well coordinated and specialized team that understands the following.

- The Overlap of Base Zoning, Waterfront Overlays, the recent VMU Overlays as part of Core Transit Corridors
- Architectural and Planning Impact of the Commercial Design Standards
- Corridor Analysis with respect to existing infrastructure, market impact, potential introduction of transit initiatives
- *Impact of the Neighborhood/Stakeholder Input as part of the Neighborhood Planning Process*
- Long Range Goals stated in the Riverside/Oltorf Neighborhood Plan (as reflected in the FLUM)
- CAMPO, Capital Metro Long Range Initiatives and TXDOT Improvements to I-35 and Ben White / Hwy 71
- Preferred Growth Strategies for Austin as documented in both the City of Austin "Austin Tomorrow Plan" and by Central Texas

In order to understand the moving parts of the Riverside Corridor the following issues need thorough study with respect to the current code, proposed plans, the needs of the surrounding community and the growth of the City as a whole

- Waterfront Development
- Crime
- Dynamics of Large Scale Development near Downtown
- Airport/Tourist Gateway
- Wide Right-of-Way
- Abundance of Multi-Family & Affordable Housing
- Incorporation of the Nearby Industrial Parks
- Involvement of the ACC Riverside Campus
- Historic Golf Course
- Future Transit Opportunities
- Vertical Mixed Use (VMU)/Core Transit Corridor

As part of the evaluation and analysis, a pre-visionsing meeting with community leaders should take place to outline keys steps of the process, generate a motivated group of individuals who can continue the outreach to the community and to identify potential missing components of information

Task II: Community Outreach, Define Vision, Early Implementation Brainstorming

Engaging the Pleasant Valley, Parker Lane, and Riverside Neighborhoods and local property and business owners, as stakeholders, early in the planning process, so as to build upon the recently completed Neighborhood Plan, is critical to developing the trust necessary to complete an effective (in redevelopment), financially feasible and community supported Riverside Corridor Master Plan

Goal 3 of the Land Use Section of the Plan states, "Improve the appearance, vitality and safety of existing commercial corridors and community amenities and encourage quality urban design and form that ensures adequate transition between commercial properties and adjacent residential neighborhoods."

The objectives of this goal specifically call for a focused Corridor Study of Riverside while also outlining objectives that need to be reviewed with respect to the Commercial Design Standards (CDS) and its classification as Core Transit Corridor from I-35 to Pleasant Valley Drive

The key steps for visioning and brainstorming include:

- Step 1: Identify gaps in Neighborhood Plan with respect to newly updated codes and zoning overlay.**
- Step 2: Bridge the communication between residential owners and large and small commercial/multi-family property owners along the Riverside Corridor.**
- Step 3: Invitation to City and partner leadership to share in the visioning process to assess the context of the local goals.**
- Step 4: Visioning and implementation strategy tied together from the beginning.**

Truly effective plans begin with the end in mind. In defining a shared vision with the community that is supported by both the public and private sectors, the story of the transition of well trafficked and critical corridor, to the future of Austin, can be more accurately told by starting the visioning process of what is possible. To effectively define a realizable vision, we propose that the planning team, City and community gather to identify the

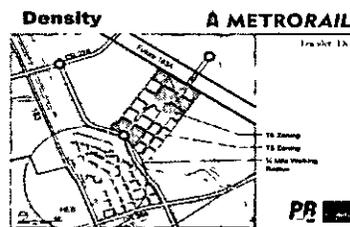
appropriate implementation tools and strategy early in the project. How we as a project team and community get from here to there is as important as where we think we are going.

Task III: Develop Draft Corridor Master Plan, Including Vision, Urban Design Standards, Public Improvements

Following the Visioning Process, our team will balance the long range visions of the city and community with proposed effective market driven strategies and current codes and zoning which enable the goals of the whole community to be met.

With the recent introduction of the Commercial Design Standards and VMU Ordinance, there is a strong benchmark for ensuring that the Riverside Corridor complies with the larger City of Austin implemented codes as well as any site specific solutions necessary that promote the Riverside Corridor as a unique community within the city.

The presence of significant Multi-Family properties illustrates the additional necessity for architectural standards that allow the Corridor Master Plan to comply with the stated goals and character of the surrounding single family neighborhoods. This should be done to further solidify and unify the area as a distinct community with a directed long range vision and the necessary tools to guide implementation.



Leander TOD Station
Area Planning

Task IV: Master Development Market Analysis

Riverside faces a potentially dramatic shift in demographics with its abundance of rental properties due to the change in zoning restrictions in the UT West Campus Area. Students who were driven to the Riverside area initially during the 1960's, due to lower rent and access to transit, are now being offered additional alternatives. In the next stages of Austin's planning and growth, Riverside will have to compete with the University area (including the Concordia Development), the Domain, Leander, West Campus, MLK, Plaza Saltillo, Crestview Station, South Congress, South Lamar and host of others. The competition will be for retiring baby boomers, young professionals, "Austin Weird" type businesses which are in demand in every New Urbanist Development.

In order to draw a balance of redevelopment and reinvestment in critical infrastructure and new services for existing businesses and residences, Riverside needs a clear understanding of how it can capitalize on its existing advantages. Riverside has the advantage of being close to Downtown. It is situated in close proximity to Lake Lady Bird and its recreational facilities. In addition, Riverside has a substantial nearby technology workforce and the presence of Austin Community College Cherokee, as an outside advisor, will assist the community in understanding the redevelopment and infrastructure funding opportunities that are available. The redevelopment analysis can help stakeholders forecast how the Riverside area can increase the likelihood that a future transit line can be accommodated as part of a master development.

Task VI: Implementation Strategy

The Implementation Strategy is not a single task. Rather it is a consistent refinement of available tools based upon the existing zoning, proposed changes in the zoning and support by community leadership and consistent with the community vision. The Implementation Plan and the tools available could transition depending on short term vs. long term redevelopment benchmarks or shifts in available infrastructure such as the presence of transit.

The key outcome of the Implementation Strategy should be focused beyond the specifics of FLUM revisions or zoning overlays. The successful implementation of a Corridor Plan lies in a public/private agreement which identifies how redevelopment can successfully move forward to achieve the larger community and City goals.

The potential establishment or further promotion of a joint business/residential committee that focuses on revitalization issues of an urban corridor may be necessary to ensure local partners maintain open lines of communication with each other.

Task VII: Presentation to Boards, Commissions and City Council

By inviting key Council staff and NPZD staff to be involved in a proactive discussion in a series of meetings throughout the project, the Corridor Plan can achieve a greater level of progress before reaching the stage of final Council Consideration.

City of Austin: East Riverside Corridor

Master Plan

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Our Team Provides East Riverside & City...

Local

• 64 Years of Collective Local Experience

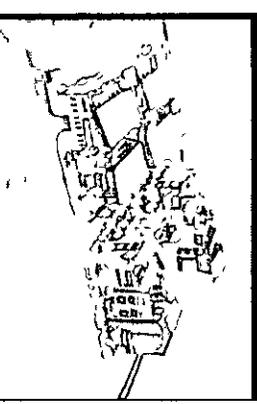
Leading International, National &

Local Best Practice Experience

Late Backup

Proven Team That Has Worked Together

- MLK & Lamar TOD Station Plans (COA)
- Plaza Saltillo TOD Station Plan (COA)
- 3rd/4th Streetcar Analysis (CMTA)
- Central Austin/Manor Corridor Streetcar AA (CMTA)
- Leander TOD Planning (CMTA)
- North Burnet Gateway TOD (CMTA)



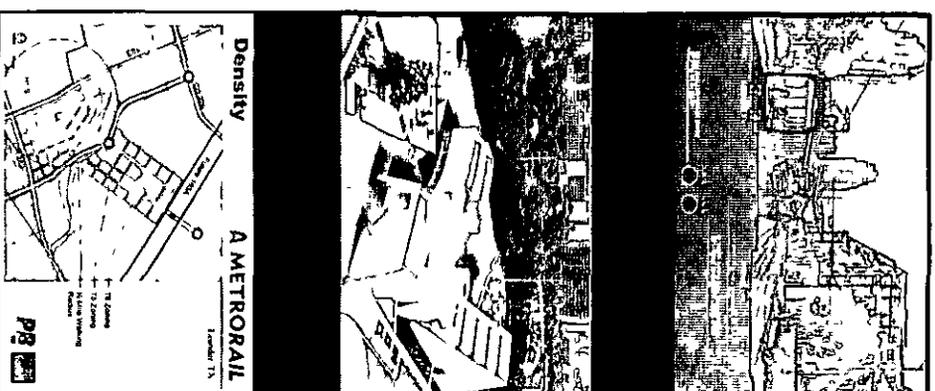
City of Austin: East Riverside Corridor

Master Plan

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Our planning process will...

- Develop a Shared Vision from City and Community Leaders as an anchor throughout the plan
- Set a starting point of options regarding:
 - *Transit and Infrastructure*
 - *Funding Mechanisms*
 - *Potential Catalysts Projects*
 - *Affordable Housing Goals*
- Coordinate community goals, City vision, and best practices with realistic development opportunities



City of Austin: East Riverside Corridor

Master Plan

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Our Team will Create a Corridor Plan that...

- Provides Expanded Transportation Options for Local & Regional Needs
- Promotes Sustainable Growth for All Income Levels
- Identifies Critical Infrastructure to Support Future Development & Community Needs
- Creates a “Defining Gateway” Between Downtown and the Airport

